Souris
Community Hospital Authority

Annual Report
2005 - 2006

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Chair's Report
2005-2006

On behalf of the Board of Directors of Souris Hospital, I am pleased to present the public, the first report of Souris Hospital under the new structure of Community Hospitals.

The Souris Community Hospital Authority was created in the fall of 2005 by the COMMUNITY HOSPITAL AUTHORITIES ACT. With the creation of the hospital authorities, the Minister of Health has appointed interim boards of directors to operate the facilities. As such, I welcomed the invitation to join the board of directors and am pleased to have the opportunity to serve in the capacity of chairperson.

The Board began meeting as a full board in November 2005 and has been meeting approximately twice per month since then. Since assuming its responsibility in November, it has been a very busy and knowledge gaining experience for all board members.

The Board with the assistance of Department of Health Staff and an outside facilitator conducted a community needs assessment focus group in October 2006. The results of the community focus group will assist the board in planning for services to be offered at Souris Hospital.

The first major challenge the Board faced was the closure of the Emergency Department at Souris Hospital. This was as much a shock to the Hospital Board as it was to the community. We knew the Emergency Department was having difficulty for some time staying open due to a shortage of physicians, however we did not know the situation was as critical as it turned out to be. Shortage of health care professionals across Canada is a reality. This reality makes it a constant challenge to continue to provide a wide range of health services. The Board is committed to ensuring Souris Hospital continues to provide high quality acute services to the community. Some consolation to the loss of a 24/7 emergency department was the establishment of walk in clinics in the Eastern Kings Family Health Centre for urgent primary care health needs. Although this does not replace an ER, it does help with access to physician services on a regular basis.

The Board continues to monitor physician recruitment activities. Physician recruitment is the responsibility of the Department of Health through the medical programs division. The community is fortunate to have a local staff person working out of the Family Health Centre on physician recruitment.

The Board was very pleased to welcome Dr. Tamer Toma to the community as the third physician in March 2006. Dr. Toma and his family have established a residence in the community and are settling in nicely. I'd like to acknowledge all medical staff: Dr. Roberto Gonzalez, Dr. Paul Berrow and Dr. Tamer Toma for the high quality health care service they provide to patients of Souris Hospital.

As the Board moves forward towards stability of health care services to the community, we look forward to working with our partners to ensure the appropriate and timely delivery of these services.

I wish to express appreciation to Board Members, Staff, Volunteers, and Community Partners who are so essential in helping Souris Hospital provide quality health care services. I want to extend thanks to the support provided to the Board from Administration, Staff and Physicians and the Eastern Kings Health Foundation. I encourage community members to stay involved and provide input to the Board for areas of improvement.

Respectfully Submitted,

David MacAulay
Chair, Souris Community Hospital Authority

Administrator's Report
2005-2006

It is an honor to present my first report to the community as Administrator of Souris Hospital.

Fiscal Year 2005-2006 is the first year since restructuring that Souris Hospital reports as an independent community hospital authority. The past year has been a challenging one for the hospital and community. Although there has been a number of operational and organizational changes over the past year, the health care provided at Souris Hospital has remained a very high quality.

Souris Hospital's best asset is its qualified staff. Staff from all departments are very dedicated to their jobs and to providing exemplary service to the community. Souris Hospital prides itself on being a caring, warm place that treats patients and clients with respect and compassion.

Challenges in the past year were mostly related to physician recruitment and the Emergency Department. Over the year the emergency department experienced several temporary shutdowns, due to a lack of physicians available to fill the call schedule. In the late fall of 2005, the provincial government announced the closure of Souris Hospital's Emergency Department effective January 1, 2006.

The restructuring of the health system has had an impact on staff at Souris Hospital. Restructuring has changed the way business is conducted in some areas, and in many cases staff are now faced with additional workload on top of their already busy schedules. It will take some time to adjust to the new structure and system.

Souris Hospital is fortunate to have a full compliment of staff in the Pharmacy, Physiotherapy, and Lab/Diagnostic Imaging departments. Typically in the past, these areas have been quite difficult to staff fully.

In the coming year (2007), Souris Hospital will be implementing the Electronic Health Record

project which is currently being developed. It is commonly known as the Clinical Information System or Cerner. This is a huge project and a major shift in how patient care is delivered. All departments providing direct patient care will be part of the project. The project will see new computer equipment provided to the Hospital for documenting and maintaining patient information. Staff will receive training prior to "Go Live" and must pass a competency test for using the system prior to receiving access to the system. We look forward to the benefits that will be realized as a result of the Electronic Health Record.

Continuous Quality Improvement (CQI) is a integral part of providing high quality healthcare services. Staff are preparing for the accreditation survey and visit from the Canadian Council of Healthcare Accreditation in the coming year. Teams have been developed and priorities for quality improvement are being set. Accreditation provides an opportunity to be compared against a national standard. We look forward to receiving full accreditation status.

My sincerest thanks to the Board of Directors, Staff, Physicians and the Eastern Kings Health Foundation for your dedication and hard work. Your support and kind words are most appreciated. I look forward to working together in the future.

Respectfully Submitted,

Terry S. Campbell
Administrator, Souris Hospital

Medical Director's Report
2005-2006

In April 2005, Government announced the dissolution of the Provincial Health Services Authority and the four health regions across the province with all health related services being administered through the newly created Department of Health and the Department of Social Services and Seniors. Under this new structure, hospital boards were appointed for each community hospital.

In November 2005, we welcomed Terry Campbell as our new Hospital Administrator at Souris Hospital and that same month the new Hospital Board was appointed. I was Medical Director to the former Kings Health Region during the transition period and now I continue as Medical Director for both the Souris Hospital and Kings County Memorial Hospital.

Presently in Souris we have three full-time family physicians. The full complement is four. Recruitment efforts are ongoing to try to recruit a fourth physician. In addition to the three physicians, we have a nurse practitioner working in a collaborative practice at the Eastern Kings Family Health Centre. The great working relationship between the physicians and the nurse practitioner benefits patients seen in the clinic and allows for improved access. We have a number of visiting consultants who come to Souris including: Dr. T. Stultz, Provincial Geriatrician and Dr. P. Parenteau, Geriatric Psychiatrist. We are very grateful for having these knowledgeable specialist physicians coming to Souris, providing their services. We hope to attract additional consultants to Souris to provide specialty services in the future.

The closure of the Souris Hospital ER in January 2006 has caused a change in services offered at the Hospital. Souris Hospital no longer provides 24/7 access to services. A Walk in Clinic has been established operating three evenings per week and three weekends per month to provide urgent primary care to residents and visitors. Based on patient visits to date, there will be approximately 4000 patients serviced at the Souris walk in clinic per year. Souris Hospital continues to provide all hospital services previously offered with the exception of Emergency services. Ambulatory care services continue to be offered to residents. (Eg. Blood transfusions, phlebotomies, dressings, IV

Therapy).

The Souris physicians have had some discussions with the group of physicians in Montague regarding the transfer of patients between the Montague and Souris hospitals. We seemed to have worked out a system agreeable to all thus far. With the closure of the Souris Hospital ER, Montague physicians often are looking after patients from the Souris area who access the Emergency Dept. in Montague until they are transferred back to Souris.

In March 2006 we welcomed the addition of Dr. Tamer Toma to the medical staff at Souris Hospital. Dr. Toma's arrival has brought the physician complement for Souris up to three which leaves an opening for one more full time physician.

Our EMS/Ambulance service has been restructured across the province and we in Kings County are very fortunate to have excellent EMS personnel with eleven P3 trained Paramedics in our area.

As Medical Director I have received no complaints regarding medical services provided at Souris Hospital in the past year. I believe this is a reflection of the excellent medical services provided to our Kings County residents by our dedicated medical and nursing staff.

Respectfully Submitted,

Dr. Geraldine Johnston
Medical Director

Annual Report of Souris Hospital

Souris Community Hospital Authority
Board Membership
2005-06

The first Board of Directors for Souris Hospital under the newly formed Souris Community Hospital Authority:

Mr. David MacAulay	**Souris River**	**Chairperson**
Mr. Walter Townshend	**Fortune**	**Vice-Chairperson**
Thelma MacDonald	**Souris**	
Denis Thibodeau	**Souris**	
Bill Rooney	**Morell**	

Overview

Since restructuring of the entire Provincial Health Care System in 2005, Souris Hospital is now one of five community hospitals under the Community Hospitals & Continuing Care Division of the PEI Department of Health. The restructuring has meant a change in the governance model of Souris Hospital. Prior to restructuring, Souris Hospital was part of Kings Health Region and governed by a Regional Board of Directors whose mandate included management of most health programs and services in Kings County. Souris Hospital now has its own Board of Directors to govern the Hospital. The present Board of five members has been appointed by the Minster of Health on an interim basis. The Board will eventually be made up of seven elected members.

Souris Hospital is a 17 bed (+ one observation bed) Hospital which provides acute care services to approximately 7,000 residents of Eastern Kings, as well as from other parts of the province and visitors to the area. We provide laboratory and xray services, physiotherapy, occupational therapy, pharmacy, nutrition counseling, and access to the Kings County Diabetes Education Program located in the lower level of the Hospital. Dialysis is offered at Souris Hospital, although it is administered through the Home Care section of the Department of Health.

Within Souris Hospital, we have acute care and ambulatory care located on the upper level. In the lower level, we have the Eastern Kings Family Health Center, Physicians offices, Home Care & Support, Public Health Nursing, Diabetes Program, Housing services, and a private dental clinic. An annex has been constructed onto the hospital which houses the Community Addictions & Mental Health program. The Hospital also provides office space for Department Health Staff in the areas of Human Resources, Finance, and Purchasing. Most of the healthcare services delivered in Eastern Kings are located within Souris hospital.

Souris Hospital is one of the largest employers in the community. There are 53.5 FTE (full time equivalent) positions employed at Souris Hospital. We share two part-time nursing positions with KCMH in the areas of Infection Control and Clinical Resource.

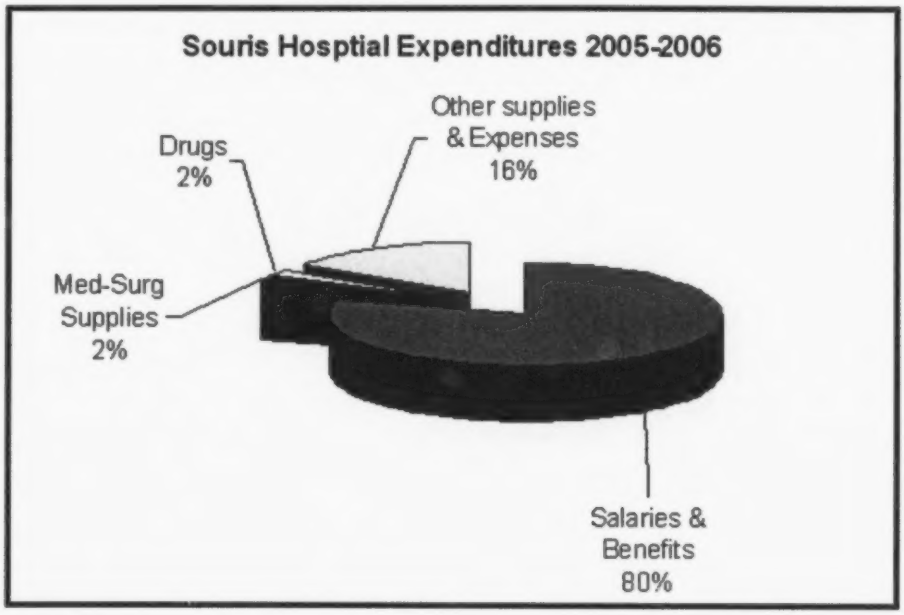
Eastern Kings Health Foundation Inc.

With generous support from the community, the foundation was able to provide approximately $40,000 worth of new equipment to the hospital in the last year. We are so grateful for this.

Foundation members		
Kent Poole	Souris	President
Fred Cheverie	St. Catherines	Vice President
Wanda MacInnis	Forest Hill	
Arthur Baker	Munns Road	
Eric Robertson	Kingsboro	
Vivian MacAulay	Souris Line Rd.	
Jennifer Ross	Dundas	
Janet Clinton	Souris River	
Shelly McClumpha	Bay Fortune	

Financial

For fiscal year 2005-2006, expenditures at Souris Hospital were $4,014,559 and revenues were $590,510. The graph below is a breakdown of expenditures as a percentage of total.



Statistical

Souris Hospital Statistics 2005-06

Fiscal Year	2003-2004	2004-2005	2005-2006
Number of beds	17	17	17
Admissions	487	510	426
Patient Days	4,318	3,948	3,681
Per cent occupancy	70%	63.6%	59.3%
Average length of stay (days)	8.9	7.8	8.5
Emergency Room Visits	5,163	5,092	4,267

Souris Hospital - 2005/06 Top 10 Case Management Group's - Total Cases

CMG	CMG Decs	Total Cases	Avg LOS	Patient Days	ELOS
294	Esoph/Gastr/Misc Digest Disease	20	3.1	62	3.5
447	Cellulitis	19	5.9	113	5.0
851	Oth Factor Cause Hospitalization	19	13.3	252	4.7
143	Simple Pneumonia/Pleurisy	16	9.7	155	5.0
237	Arrhythmia	16	5.6	89	3.2
142	Chronic Bronchitis	14	8.5	119	5.9
013	Spec Cerebrovasc Dis excl. TIA	12	13.2	158	8.5
140	Chronic Obstructive Pulmonary Disease - COPD	12	19.2	230	7.4
529	Lower Respiratory Tract Infection	12	6.8	82	5.0
222	Heart Failure	11	13.5	149	6.7

DEPARTMENTAL REPORTS
Nursing

I thank you for this opportunity to report on the activities of the Nursing Department. The 2005-2006 year has been one of uncertainty, changes and challenges for nursing staff and others working at Souris Hospital. The dissolution of the Kings Health Region, the closure of the Emergency Room, the planning and implementing of a new Electronic Health Record and the challenges with staffing shortages have greatly impacted on work life. One thing that has remained very constant and strong is the staffs' firm and dedicated commitment to quality nursing care.

The closure of the emergency room had significant impaction on nursing. Although this was the right decision to be making at the time, nurses felt the loss.

We continue to use the emergency area to provide ambulatory care services. These are services provided as follow up care to patients that do not require hospitalization but do require specialized intervention that may not be provided in the home. These services include wound care, phlebotomies, PICC dressings, Vac dressings, IV treatments, blood transfusions, etc. This area continues to be also used for suturing, suture removals, application of casts and such. We plan to further define ambulatory care services to maximize the usage and process.

Education and training are paramount to providing quality nursing care. We are very fortunate to have a clinical resource nurse, Wendy Poole on staff to assist with nursing education. Wendy is an ACLS (Advanced Cardiac Life Support) instructor as well as a CPR (Cardio Pulmonary Resuscitation) instructor. There are 2 other staff certified to instruct CPR. This is a valuable asset to have these employees qualified to instruct other staff. This saves time and money being able to offer these services in our own area. Other workshops staff participated in include: Palliative Care, Geriatric Care, Diabetes Inservice, Stroke Management and the Occupational Health and Safety Annual Workshop.

Alvina Jenkins, Infection Control Nurse, also offers regular inservices to new staff on basic infection

control. Nosocomial or hospital acquired infection has become a concern nationally and having Alvina on staff keeps us current and informed on best practices. Staff are very conscientious and welcome the opportunity to attend educational sessions.

There have been several changes with nursing personnel within the last year. Presently we have 2 nurses on maternity leave and one nurse resigned for personal reasons. Marilyn Townshend retired after 34 years of services and has returned as a casual employee and continues to cover shifts for us on a regular basis. We are happy to have welcomed Noella Peters, RN back from a leave.

To minimize our nursing shortage we continually try to recruit new nurses. This past summer we had two 3rd-year nursing RN students with us. It is our goal to welcome students and provide quality preceptorship experiences so that they will want to return to Souris Hospital following graduation. The Return of Service Program for BN's has been reinstated by Government. This has proven to be an effective recruitment strategy in the past.

The Accreditation process is underway. Nurses have three reps on the Acute Care Team.

In May 2007 the new electronic health record will be instituted at Souris Hospital. This is a huge human and financial commitment, however we look forward to the benefits that come from this new clinical information system. Presently, we have two Nursing staff, one Pharmacy, one Medical Records and one admitting staff sitting on provincial committees to ensure the smooth and successful implementation of this system as we "Go Live".

We are very fortunate to have a committed Staff, Administrator, Board of Directors and Foundation Board working on behalf of the staff and residents of the Eastern Kings County. Thanks to each and everyone one of you for your hard work and dedication to Souris Hospital.

Respectfully Submitted,

Edna Miller, Acting Acute Care Manager

Diagnostic Services

The diagnostic services department at Souris Hospital includes; general duty diagnostic imaging exams (X-rays), Electrocardiograms, Laboratory procedures and testing.

Diagnostic Imaging is now a provincial digital radiology system, with the exams performed at all seven acute care sites and read by the provincial radiologist group at the Queen Elizabeth Hospital. The system also enables the physicians at rural sites to have the ability to have an online consultation with a radiologist should they have questions or concerns about a patients Diagnostic Imaging results. The system provides the opportunity for the local physician and the radiologist to view images at th same time. This has enabled patients to by pass the QEH and be sent directly to Moncton if that is determined to be the requirement. Electrocardiograms that are performed at Souris Hospital are read at the QEH.

Laboratory services at Souris Hospital have continued to expand in scope as well as volume in the last number of years. The financial support of the Eastern Kings Health Foundation for updated equipment has enabled the laboratory to increase the menu of tests performed and improve the efficiency in which this is completed. The Diagnostic Services Manager in consultation with the Physicians and management continues to monitor the cost effectiveness and the clinical implications of the present test menu and the capabilities and need to add more services.

The laboratory at Souris Hospital has recently increased the number of Chemistry tests performed on site by:

- increasing the test menu available
- performing all in-patient orders for the assays that are available on site, and.
- performing a large number of the routine out patient requests

This results in a much shorter turn around time for these patients to have their lab results. The staff

will continue to monitor the usage of all Laboratory tests performed and will consult with physicians to explore the options of adding additional tests on site.

Annual Statistics 2005-2006:

Diagnostic Imaging (X-Ray)	
Total # of patient visits	1,896
Total # of Diagnostic Imaging exams	2,290
ECG/ Holter Monitors	1,173
Laboratory	
Laboratory Patient Visits (Inpatient & Outpatient)	9, 850
Laboratory procedures performed at Souris Hospital	16,092
Laboratory tests referred to QEH	26,231

Support Services

Support Services for Souris Hospital include Nutrition Services, Maintenance, Housekeeping, Laundry and Security.

The Nutrition Services Department provides home cooked meals and specialized diets to inpatients, staff, family members and volunteers. It also provides approximately 2100 "Meals on Wheels" yearly to local residents.

Housekeeping Services maintain high levels of sanitation and cleanliness for the Hospital, Health Centre, Dental Office and Mental Health and Addiction Services. Staff are trained in Infection Control precautions and work closely with the Infection Control Nurse to keep patients and staff in a clean, sanitary environment.

The Laundry Department provides laundry services to all departments of the Hospital building and also Colville Manor. Resident clothes and linens are processed and delivered daily for a speedy and efficient service. Mending and speciality requests are done on site. This department processes approximately 225,000 lbs of laundry yearly.

The Maintenance Department offers services to all departments. They are responsible for the maintenance of Souris Hospital,its equipment and grounds. They also provide transportation for clients to and from Harbourview Training Centre, linen to and from Colville Manor, mail pick up and delivery, and hazardous waste removal.

Physiotherapy Department

The physiotherapy department provides physio assessments & treatments to patients at Souris Hospital, residents of Colville Manor and clients of community services on both an inpatient and outpatient basis. The department is staffed by a full time physiotherapist. In addition, the physiotherapist also provides staff training in Transfers, Lifts and Repositioning (TLR) of patients, CPR, and Back Care. Community education has been offered by the physio department in Baby Matters, Step & Learn, and Back Care.

Annual Statistics 2005-2006

Total # of Outpatient physiotherapy visits	2,120
Community (home visits/Bayview Lodge, Senior's Exercise)	30 Hours
Colville Manor	60 Hours
Inpatients (Souris Hospital)	37 Patients

There were a total of 245 physician referrals for outpatient services. The current wait time to access outpatient physiotherapy services is approximately 4 weeks. Any post-operative clients are usually seen within 1 week.

The physiotherapy department continues to direct services toward the alleviation of movement dysfunctions related to nerve, muscle, bone, joint, breathing and heart systems. This includes assessing clients with varying disabilities/conditions and planning/implementing personal treatment programs.

The department was excited to be able to provide supervision/exercise promotion, 1 hour/week for approximately 10 weeks, for a Seniors Exercise Program at the Eastern Kings Fitness Centre. This need was identified in this population who benefit greatly from endurance, strength and balance training in the reduction of falls.

Pharmacy Department

The Pharmacy Department at Souris Hospital provides a wide range of services to inpatients, nursing, physicians as well as other Health Care professionals. The services include but is not limited to a traditional medication distribution system, patient medication counseling, discharge counseling, drug information as well as various clinical services.

The 2004 Canadian Council of Health Services Accreditation recommendation regarding medication safety resulted in a change of the medication distribution system from the ward stock system to the traditional system which consists of a combination of patient individual prescriptions as well as ward stock. Under the new medication distribution system, in-patient medication is individually packaged by the Pharmacist for distribution by the RN/BN. Other policy changes were made in the areas of adverse medication reactions, medication incident reporting and allergy documentation.

Souris Hospital's pharmacy department has welcomed student pharmacists into the facility for training over the years. Last year, a fourth year student pharmacist from the Souris area spent six weeks at Souris Hospital doing her clinical pharmacy rotation.

Souris Hospital pharmacist serves as the pharmacy resource to the multi-disciplinary palliative care team serving all of Kings County. She participates in rounds and provides pharmacy advice to the team.